



UNIVERSITY OF
EASTERN FINLAND

Seizing a sustainable future

UEF 2030



Our strategy is rooted in global challenges to which we seek solutions in our profile areas through interdisciplinary research and multidisciplinary education. In doing so, we build a responsible and sustainable future.

The high standard of research and education of our university builds a global future and strengthens the vitality of eastern Finland. We foster education and culture by making research-based knowledge available to benefit everyone.





We have the **right and freedom** to learn, to teach and to do research.



We are **courageous, open** and **responsible**.



Our activities are guided by **ethicality** and **Sustainable Development Goals**.

IMPACT

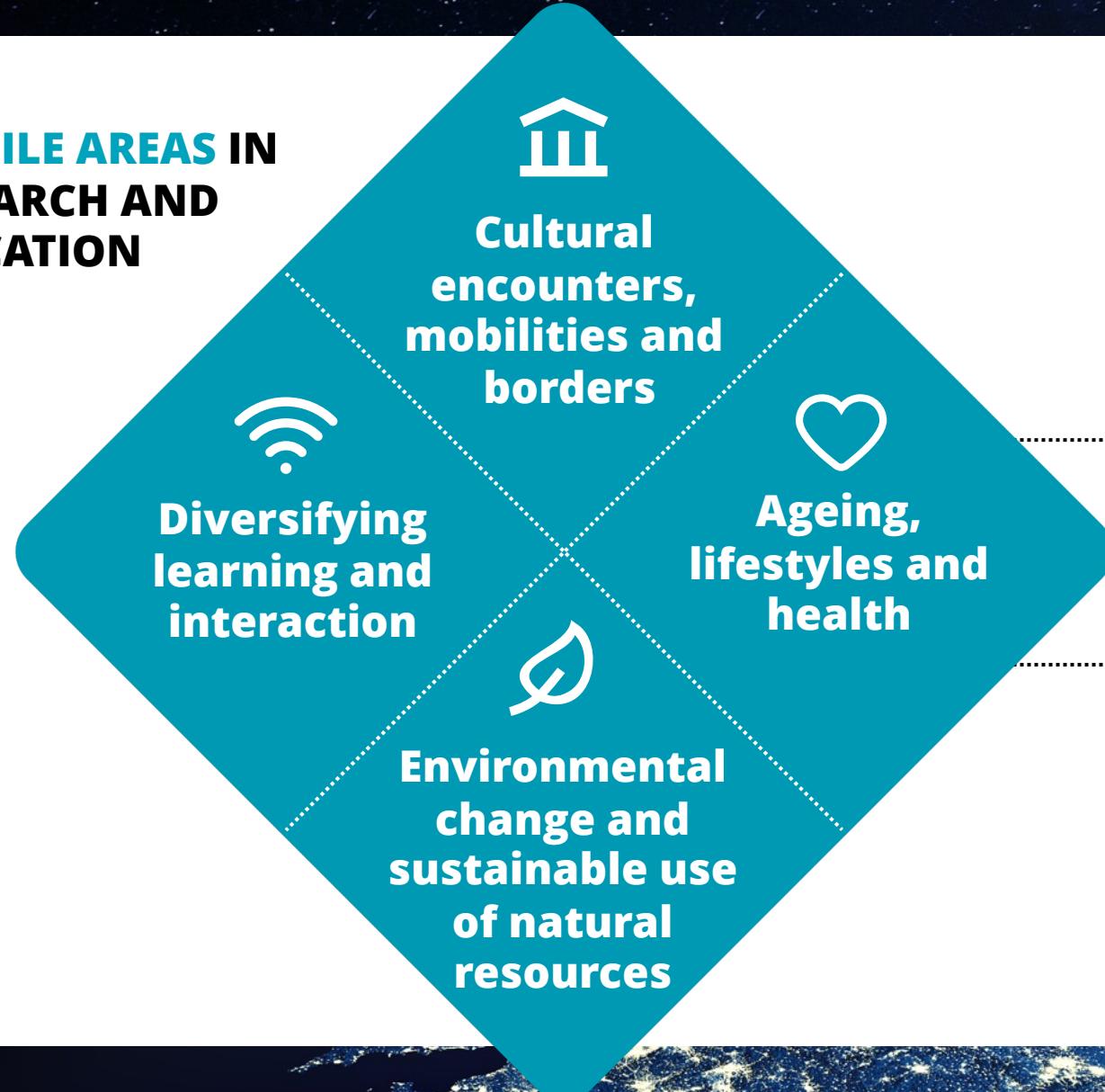
RESEARCH

EDUCATION

IMPLEMENTERS OF THE STRATEGY

Staff | Students | Partners

PROFILE AREAS IN RESEARCH AND EDUCATION



STRATEGIC PROGRAMMES

**Research-based
understanding**

**Modern and renewal-
driven learning**

**A participatory and
inclusive university**



PROGRAMME 1

Research-based understanding

Finding solutions to the complex problems of our changing world calls for an ability to think and combine things in a novel way. Our interdisciplinary, renewal-driven research communities have the ability to respond to global and national challenges in a unique way.

We actively recruit high-level experts to further advance research activities in our profile areas. Our research environments and infrastructures cater to the preconditions of high-level research.

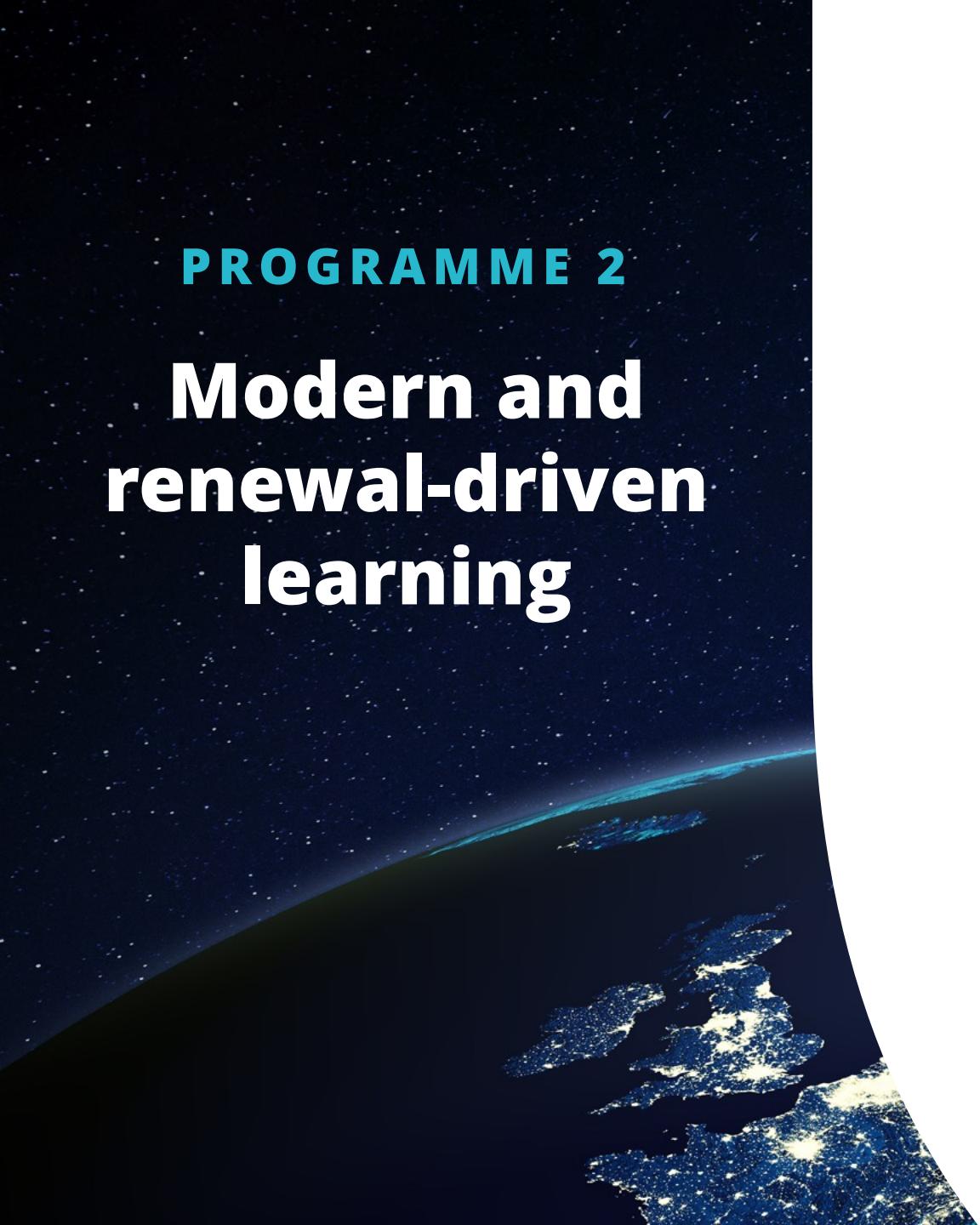
Open science improves the quality and impact of research. The use of research findings by society is intensified and science reaches an increasing number of people. We strive for the utilisation of research-based knowledge from different disciplines in society, as well as for new innovations.

Strategic programme: Research-based understanding

TARGET	ACTION
Attractive and international research environments of a high scientific standard	<ul style="list-style-type: none">• Development of the focus, profile and renewal of the thematic research communities• New key recruitments: UEFDiPros and UEF Research Fellows• Increasing high-level competitive research funding: ERC funding, Research Council of Finland's Centre of Excellence programme• Implementation of the Research Infrastructure Programme: FIRI and ESFRI infrastructures• Digitalisation of research: data management, high-performance computing, artificial intelligence
Development of research training and diversification of doctoral careers	<ul style="list-style-type: none">• Increasing the number of doctoral researchers: the doctoral education pilot• Renewal and rationalisation of the doctoral education process• Strengthening postdoctoral education and postdoctoral careers (UEF PostDoc training)• Doctoral researchers' working life connections• Programme for Responsible Researcher Evaluation
Strengthening open science, broad utilisation research and science communication	<ul style="list-style-type: none">• Open access publishing• Science communication and social impact communication• Strengthening support for international conferences and science events
Successful innovation activities and effective RDI partnerships	<ul style="list-style-type: none">• Participation in Horizon Europe partnerships• Stronger integration of the ecosystems of impact and the research communities• A UEF path for innovation activities

Monitoring

INDICATOR	WHAT IS BEING MEASURED?	HOW?
Success in the acquisition of competitive research funding	<ul style="list-style-type: none">• Level of research• Success of the funding acquisition support provided	<ul style="list-style-type: none">• Share of competitive research funding of overall funding• Competitive research funding EUR 1,000/IV person-years/national level
High-level competitive research funding	<ul style="list-style-type: none">• Level of research• High-level recruitments• Success of the funding acquisition support provided	<ul style="list-style-type: none">• Number of ERC grants• Academy Professors• Centres of Excellence of the Research Council of Finland• Flagship Programmes of the Research Council of Finland
High-level scientific publications and open access	<ul style="list-style-type: none">• Level of research	<ul style="list-style-type: none">• Number of publications in the JUFO levels 2 and 3• Share of peer-reviewed open access publications
Graduation of doctoral researchers	<ul style="list-style-type: none">• Effectiveness of the doctoral dissertation process	<ul style="list-style-type: none">• Graduation times and number of doctoral graduates
Effectiveness of RDI activities	<ul style="list-style-type: none">• Relevance, attractiveness and accessibility of research	<ul style="list-style-type: none">• Amount of international and national corporate funding• Amount of Business Finland funding



PROGRAMME 2

Modern and renewal-driven learning

The accessibility of our education, students, learning processes of a high pedagogical standard, and student well-being stand at the core of our activities and create pedagogical well-being.

We develop our education in a multidisciplinary and challenge-driven fashion with latest research findings, professional relevance and societal needs in mind. We enable continuous learning through our extensive and diverse educational offering.

We increase the amount of education offered in English and the number of international students across all levels of education. We develop measures and procedures to promote the employment of our graduates.

Strategic programme: Modern and renewal-driven learning

TARGET	ACTION
Raising the level of competence and completion of education	<ul style="list-style-type: none">• Development of student admissions (Open University route and transfer routes)• Expansion of educational collaboration (collaboration in teaching and with educational institutions, Digivisio)• Increasing the number of first-time applicants• Development of the components of the degrees, and of micro-credentials
Internationalisation of education	<ul style="list-style-type: none">• Expanding and increasing the number of Bachelor's and Master's degree programmes taught in English (YUFE collaboration, Erasmus Mundus programmes)• Multilingual pedagogy and pedagogical integration• Activation of international mobility
Flexible and smooth study paths	<ul style="list-style-type: none">• Enhancing expertise in university pedagogy• Development of guidance, and measures to support student well-being• Diversification of learning and competence assessment• Increasing the amount of education that responds to workforce needs
Strengthening working life skills	<ul style="list-style-type: none">• Collaboration with working life• Integration of career planning into the path leading to a degree• Measures to support the employment of international students

Monitoring

INDICATOR	WHAT IS BEING MEASURED?	HOW?
Number of first-time applicants	<ul style="list-style-type: none">Number of first-time applicantsTargeting of education	<ul style="list-style-type: none">Funding model indicator: new first-time students
Students completing their degree within the normative duration of studies	<ul style="list-style-type: none">Success of the educational processesDevelopment of guidanceSmoothness of study pathsStudent well-being	<ul style="list-style-type: none">Funding model indicator: higher university degrees completed within the normative duration of studies
Number and/or share of international students	<ul style="list-style-type: none">Successful recruitment of international studentsInternational attractiveness of education	<ul style="list-style-type: none">Number of international studentsShare of degrees completed by international students
Number of students paying for tuition	<ul style="list-style-type: none">International attractiveness of education	<ul style="list-style-type: none">Development of the amount of tuition fees
Quality of employment	<ul style="list-style-type: none">Development of collaboration with working lifeMeasures to support career planning	<p>Funding model indicator: career monitoring</p> <ul style="list-style-type: none">How well does your current job correspond to your university education?
Employment in Finland	<ul style="list-style-type: none">Promoting the employment of international students	<ul style="list-style-type: none">Promoting the employment of international students in Finland



PROGRAMME 3

A participatory and inclusive university

We are an international, diverse, creative and attractive scientific community that is characterised by open interaction and well-being. Responsibility and sustainability guide all our activities.

We have a clear, goal-oriented, encouraging and incentive career model that is supported by proactive and systematic career management that recognises individual career paths, as well as by strategic human resources planning of the faculties.

Our leadership and decision-making are open, inclusive, up-to-date and transparent. Our services and campuses support the university's core activities and the satisfaction of our students and staff.

Strategic programme: A participatory and inclusive university

TARGET	ACTION
Diversity, inclusion and equality	<ul style="list-style-type: none">• Strengthening an inclusive and open community culture• Taking diversity, equality and internationality into consideration in recruitments and appointments
Leadership that promotes strategic objectives and workplace well-being	<ul style="list-style-type: none">• Support for immediate supervisors and systematic management and supervision training• Measures to support workplace well-being• Career management and assignment of roles
Permanent employment relationships that maintain career advancement and competence	<ul style="list-style-type: none">• Increasing the number of permanent employment relationships• Proactive recruitments and anticipatory strategic human resources planning• Development and maintenance of competence, and competence transfer
Active collaboration with stakeholders	<ul style="list-style-type: none">• Increasingly systematic strengthening of collaboration with companies, the public sector and the third sector• Support for alumni events and alumni activities
Working and learning environments that support interaction, and smooth services	<ul style="list-style-type: none">• Attractive, adaptive and pleasant campuses as working and learning environments• Smooth day-to-day services that support the strategy• Anticipatory enterprise resource planning

Monitoring

INDICATOR	WHAT IS BEING MEASURED?	HOW?
Share of international teaching and research staff	<ul style="list-style-type: none">International recruitmentsInternationalisation	<ul style="list-style-type: none">Share of international teaching and research staff
Workplace well-being	<ul style="list-style-type: none">Measures to support the work of immediate supervisorsJob satisfaction	<p>Well-being at Work Survey indexes</p> <ul style="list-style-type: none">overall satisfactioninteraction-related resources: managerial workinteraction-related resources: unitwork ability <p>How likely would you recommend UEF as a workplace?</p>
Share of permanent employment relationships	<ul style="list-style-type: none">Career advancement, development of the share of fixed-term employment relationships	<ul style="list-style-type: none">Human resources statement: share of fixed-term employment relationships at career steps 3 and 4
Stakeholder survey	<ul style="list-style-type: none">Satisfaction of stakeholders with collaboration	<ul style="list-style-type: none">Annual stakeholder survey (satisfaction with UEF collaboration)
Progress of campus development	<ul style="list-style-type: none">Attractiveness of the campuses and satisfaction with the facilitiesDevelopment of costs	<ul style="list-style-type: none">Development of facility usage ratesAnnual feedback surveyProjects planned and under development and their impact on cost development